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### Seeking growth in new territories and cultures

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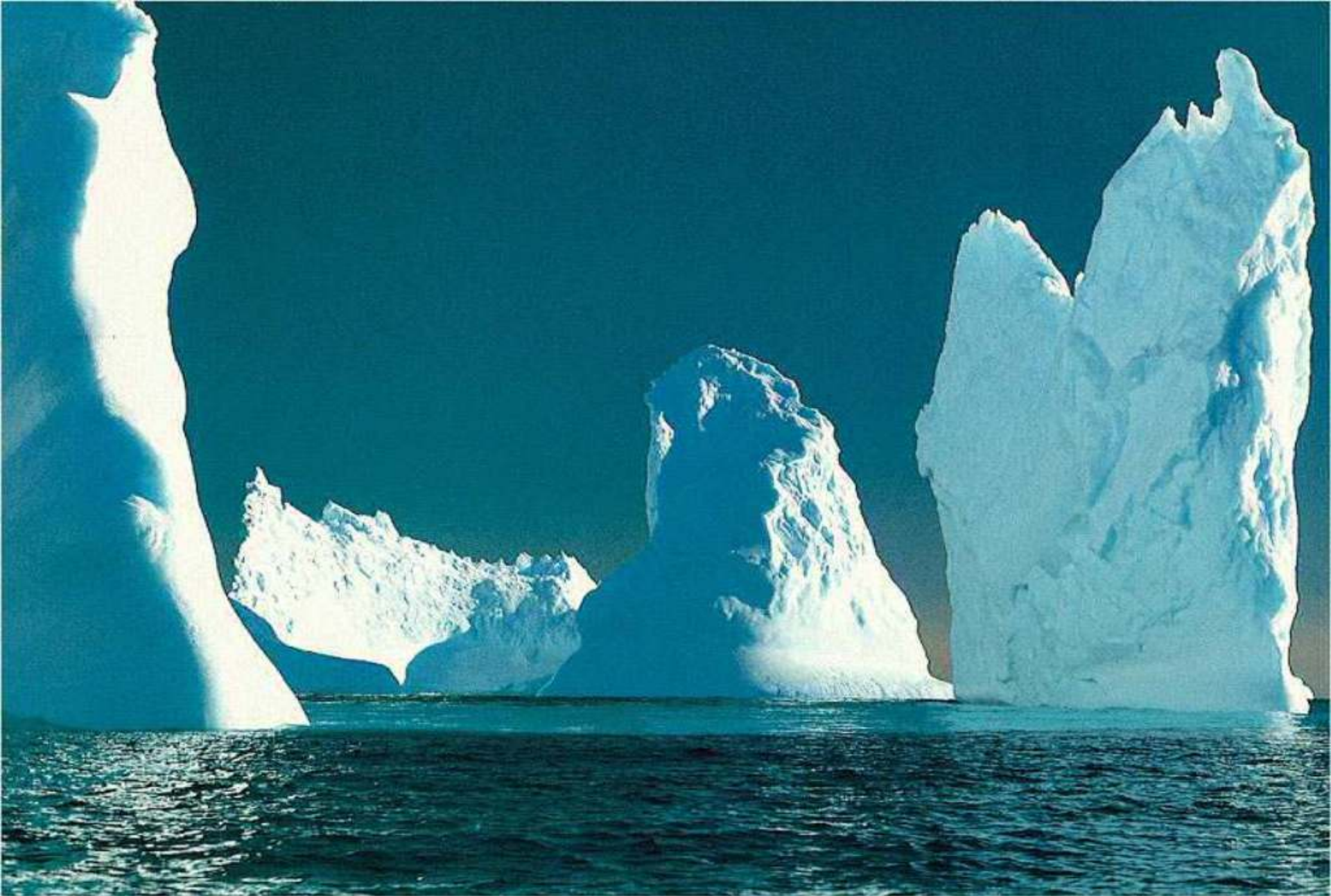




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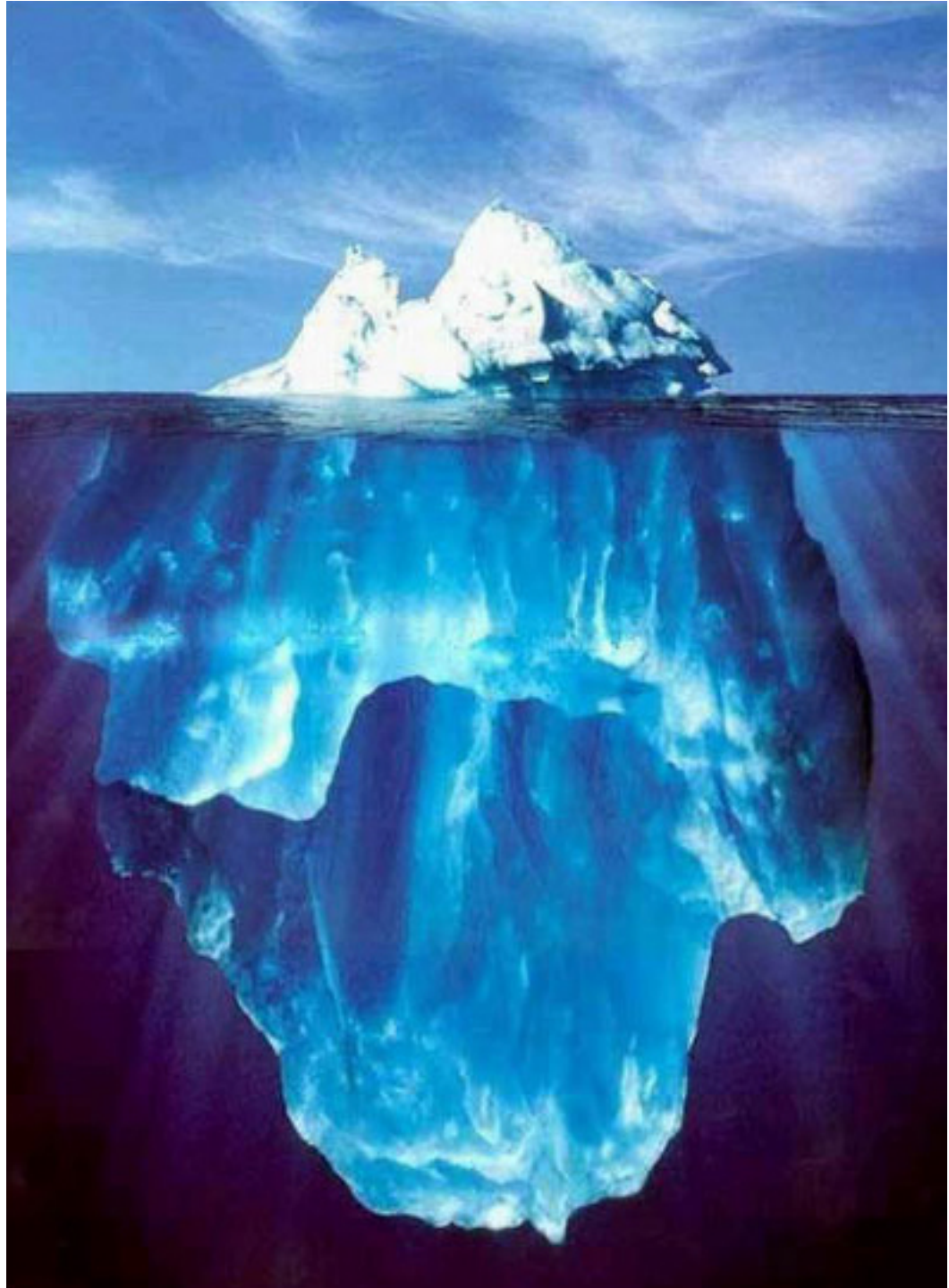
# Seeking growth.. IN NEW TERRITORIES AND CULTURES

Simon Harris

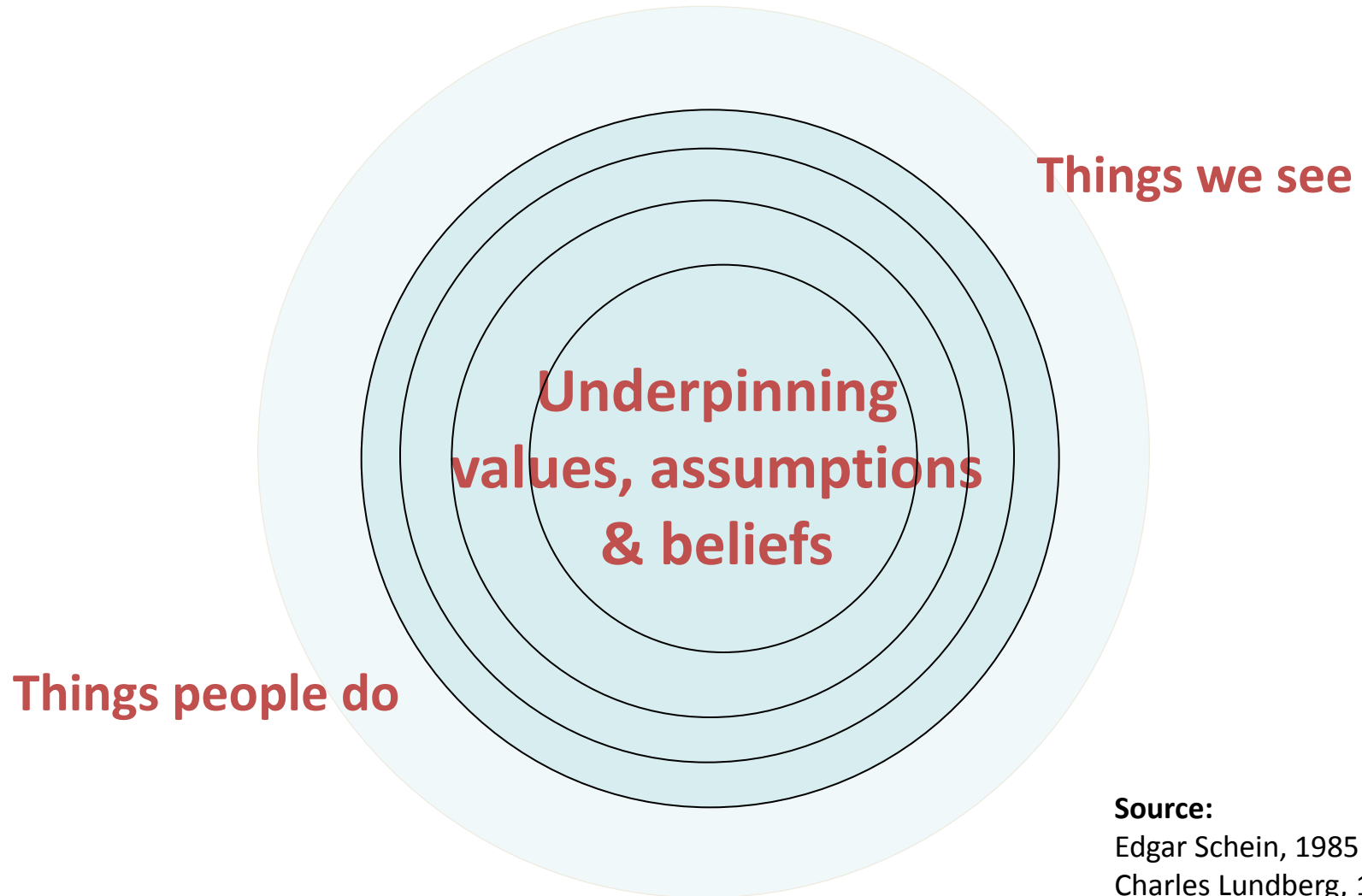




There's a lot  
underneath  
the iceberg



# THE CULTURAL ONION:



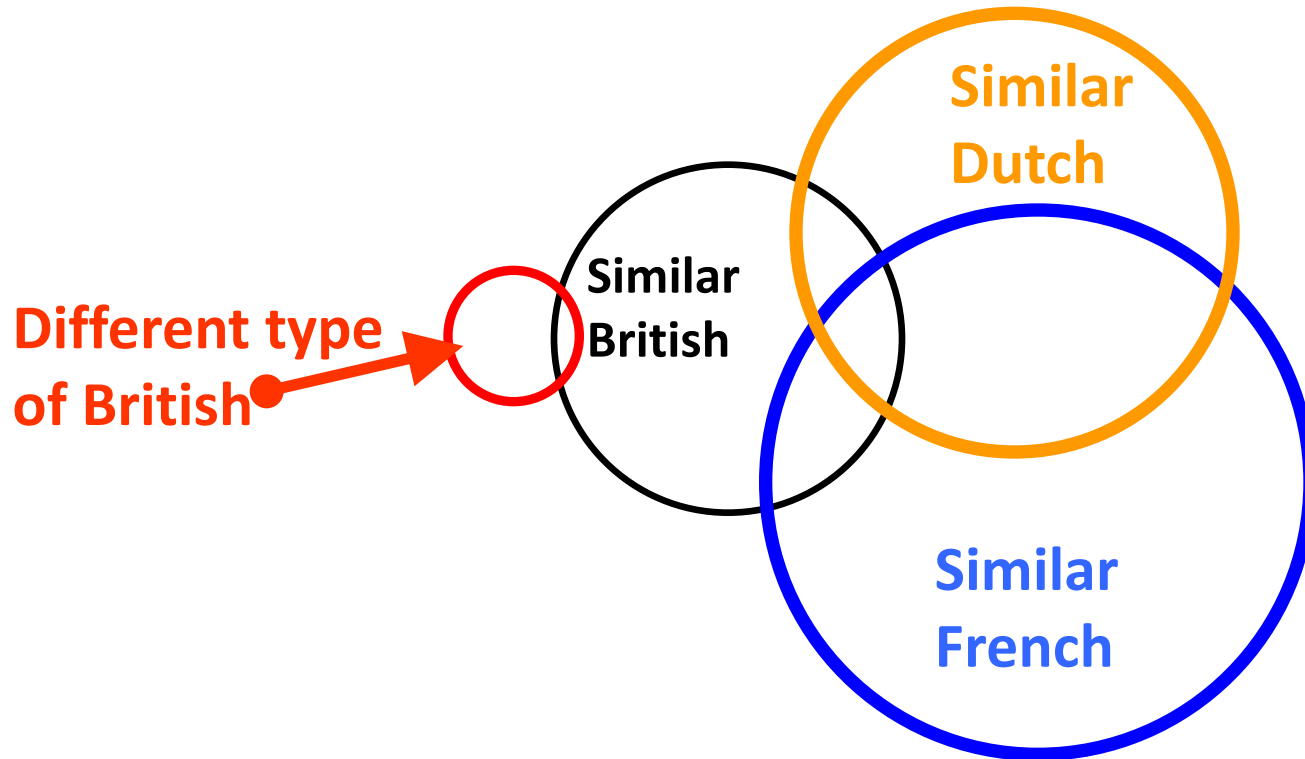
**Source:**  
Edgar Schein, 1985  
Charles Lundberg, 1985

# Some obvious differences:

Open expression of emotions and feelings is normal:

NO	YES
<i>UK</i> <i>Denmark</i> <i>France,</i> <i>Switzerland</i>	<i>US</i> <i>Netherlands</i> <i>Spain</i> <i>Italy</i>

# Different decision cultures



**Source:**  
Harris, 2003

# WE NEED TO FIND PEOPLE WE CAN TRUST...

‘successful co-operation ultimately requires a high level of trust ...’ Steensma et al. (2000)

**Trust:** ‘Expectations of regular, honest and co-operative behaviour based on commonly shared norms and values’. (Fukuyama, 1995)

But its difficult to trust people we don't understand



# Realising your window & theirs .. then opening yours & theirs

	What I see	What I don't see
What they see	Where we can discuss, work and learn	My blind spot
What they don't see	Their blind spot	Shared blind spot

Source: 'The Johari window'  
Sean Jourard, 1964

# **We have to understand people if we are to trust them**

- Opening windows is a job for everyone
- We all have blind spots concerning them..  
But do we know where they are?
- We must also open others to their blind spots  
concerning us.. Carefully

# LESSONS OF EXPERIENCE

- Respect: others have reasons for what they do, even if we don't know what they are
- Find friends ... learn from them,  
... and try to work through them
- These personal contacts are bridges to those we don't understand ...  
... and who don't understand us

# Breaking in to new territories



# FINDING FRIENDS IN NEW TERRITORIES



- We are looking for ‘bridges’, ‘introducers’

# Start with people we understand ... and who might understand us...

- People who might have the most open windows...
- People whom we can trust



# These people are likely to be...

- People who work in our home
- People who share out professional, industrial, social/sporting cultures
- People who share our personal histories
- Family and personal friends
- People we like!!!

# Best to find people who will take us somewhere...



- We might like them, but will they help?

# To be useful, they will need to be embedded in the new world...

- Embedded in who they know..
- Embedded in who trusts them..
- Embedded in carrying legitimacy..
- Embedded in what they know..
- This all depends on the territory concerned..